DCMA INSTRUCTION 3101

PROGRAM SUPPORT

Office of Primary Responsibility: *Integrating Capability -* **Program Support** ~~Capability~~

Effective: July 28, 2017

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Releasability: **Cleared for public release**

Incorporates: DCMA-INST 205, "Major Program Support," December 4, 2013,
DCMA-INST 404, "Customer Satisfaction," September 4, 2012, as amended
DCMA-INST 406, "Defense Acquisition Executive Summary (DAES)," July 1, 2013, as amended
DCMA-INST 407, "Customer Engagement," July 26, 2013, as amended
DCMA-INST 409, "Memorandum of Agreement for Contract Management," March 7, 2013, as amended
DCMA-INST 410, "Distinguished Visitor (DV) Notification," January 15, 2014, as amended
DCMA-INST 1208, "National Aeronautics and Space Administration (NASA) Support," November 17, 2015

Internal Control: **Not Applicable**

Labor Codes: Located on the Resource Page

Resource Page Link: https://360.dcma.mil/sites/policy/PS/SitePages/3101r.aspx

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Purpose: This issuance, in accordance with the authority in DoD Directive 5105.64~~, "Defense Contract Management Agency"~~:

- Establishes policy, assigns responsibility, and prescribes general provisions associated with ~~the~~ Program *and Customer* Support processes ~~Capability~~
- Focuses on fulfilling Agency responsibilities pursuant to:
    - Federal Acquisition Regulation (FAR) Subpart 42.3, "Contract Administration Office Functions" (FAR 42.302(a)(31) and (67))
    - Defense Federal Acquisition Regulation Supplement (DFARS) Subpart 242.302*, "Contract Administraction Functions" (DFARS 242.302*(a)(S-75)*)*
    - National Aeronautics and Space Administration (NASA) FAR Supplement Subpart 1815.404-2, "Data to support proposal analysis;" Subpart 1834.2, "Earned Value Management System;" Subpart 1842.2, "Contract Administration Services;" and Subpart 1844.3, "Contractors' Purchasing Systems Reviews"
    - ~~Office of the Secretary of Defense Defense Acquisition Executive Summary (OSD DAES) Deskbook~~
    - ~~OSD DAES Guidelines~~
    - Agreement between the National Aeronautics and Space Administration (NASA) and Department of Defense for Performance of Contract Administration and Contract Audit Services in Support of NASA Contracts
- Framework for a series of procedural manuals to address Program *and Customer* Support processes (e.g., DCMA Manual (DCMA-MAN) 3101-01, DCMA-MAN 3101-02, *DCMA-MAN 3101-03, DCMA-MAN 3101-04,* etc.)

SUMMARY OF CHANGES

Changes to this Instruction were required to incorporate the policy for Distinguished Visitors and reflect changes due to Office of the Secretary of Defense (OSD) and DCMA organizational restructure. Agency users and stakeholders should read this Instruction in its entirety. The following identifies the most notable changes:

- Changed Chief Operations Officer (COO) responsibilities to Executive Director, Portfolio Management and Business Integration (PM&BI)
- Added requirements for Distinguished Visitors
- Removed references to Defense Acquisition and Executive Summary (DAES) processes
- Fixed language that referred to Program Support as a capability

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SECTION 1: GENERAL ISSUANCE INFORMATION

1.1. APPLICABILITY. This issuance applies to all DCMA organizational elements.

1.2. POLICY. It is DCMA policy to:

a. Deliver global acquisition insight for assigned programs and high visibility commodities by providing objective, independent, relevant, timely, and actionable information to the Acquisition Enterprise.

b. Comply with OSD ~~Defense Acquisition Executive Summary (DAES) Deskbook and OSD DAES~~ *or Service Component* Guidelines when reporting on ~~DAES~~ programs~~; specifically, the 3 of 11 DAES assessment categories: Contract Performance Assessment (CPA), Production Assessment (PA), and Management Assessment (MA)~~.

c. Develop robust relationships with internal and external customers to understand requirements; provide integrated, independent insights; inform and influence acquisition decisions; address issues; *host Distinguished Visitors (DVs);* and document partnerships through agreements when necessary.

SECTION 2: RESPONSIBILITIES

2.1. ~~CHIEF OPERATIONS OFFICER (COO).~~ *EXECUTIVE DIRECTOR, PORTFOLIO MANAGEMENT AND BUSINESS INTEGRATON (PM&BI).* The ~~COO~~*Executive Director, PM&BI* must:

a. Represent DCMA to the Office of Under Secretary of Defense and~~/or~~ Service Secretaries at program selection and review meetings.

b. Approve Program Support requirements as published in the DCMA Manual (DCMA-MAN) 3101 series of manuals.

2.2. INTEGRATING CAPABILITY MANAGER. The Integrating Capability Manager must:

a. Serve as chairperson of the Integrating Capability Board.

b. Serve as the Agency proponent for the Integrating Capability and conduit to the DCMA Executive Council.

c. Provide guidance and direction to the Program Support Working Group.

2.3. COMPONENT HEADS. The Component Heads must:

a. Ensure their assigned areas of operation execute the applicable Program Support ~~Capability~~ processes as published in the DCMA-MAN 3101 series of manuals.

b. Evaluate agency operational compliance and performance related to ~~the~~ Program Support ~~Capability~~.

c. ~~Seek~~ *Promote* and support Program Support ~~Capability~~ continuous improvements.

d. Provide an action officer to the Program Support Working Group when required.

e. Appoint a representative to serve as Customer Support Administrator to coordinate and facilitate the DV, Customer Support (CS), and Customer Engagement (CE) processes.

2.4. PROGRAM SUPPORT WORKING GROUP LEAD. The Program Support Working Group Lead must:

a. Serve as lead of the Program Support Working Group.

b. Serve as the Agency proponent for ~~the~~ Program Support ~~Capability~~ and conduit to the Integrating Capability Board.

c. Develop, revise, coordinate, and maintain ~~the~~ Program Support ~~Capability~~ issuances (i.e., DCMA ~~MAN~~*Manuals*) necessary to document the processes and procedures to allow for consistent, standard, safe, and repeatable work across the enterprise.

d. Identify and develop measures and metrics to monitor Program Support compliance and performance.

e. Ensure continuous improvement of ~~the~~ Program Support ~~Capability~~*processes*.

f. Assign an action officer to serve as the subject matter expert and primary focal point for Program Support issuances and associated resource pages.

2.5. OPERATIONAL UNIT COMMANDERS/DIRECTORS (EAST, CENTRAL, WEST, INTERNATIONAL, AND SPECIAL PROGRAMS), CENTER DIRECTORS, AND CONTRACT MANAGEMENT OFFICE (CMO) COMMANDERS/DIRECTORS. The Commanders/Directors must:

a. Execute and oversee their organizations' day-to-day Program Support ~~Capability~~ processes as published in the DCMA-MAN 3101 series of manuals.

b. Evaluate their organizations' ~~Program Support Capability~~ compliance and performance *of Program Support requirements*.

c. Seek and support Program Support ~~Capability~~*processes* continuous improvements.

d. Provide an action officer to the Program Support Working Group when required.

e. Appoint a representative to serve as Customer Support Administrator to coordinate and facilitate the DV, CS, and CE processes.

SECTION 3: GENERAL PROVISIONS

3.1. DESCRIPTION. ~~The~~ Program Support ~~Capability~~ is focused on integrating information from functional specialists within the CMOs as well as applicable Operational Centers. ~~The capability~~*It* enables independent program assessments highlighting contract performance issues and risks leveraging DCMA's in-plant presence. DCMA's unique perspective provides internal and external stakeholders with the information and insight needed to make program decisions by:

  a. Integrating data from other Contract Administrative Service ~~(CAS)~~ capabilities to support cross-functional analysis and reporting at the program level.

  b. Providing contract and program assessments based on surveillance of contractual requirements.

  c. Identifying, analyzing and reporting issues, risks, controls and opportunities, including:

    (1) Issue, risk, or opportunity description.

    (2) Contractor's root cause analysis and DCMA assessment.

    (3) Predictive analysis impact relative to contractual requirements (cost, schedule, and/or technical performance).

    (4) Contractor corrective action plan or mitigation plan and DCMA assessment.

3.2. ACTIVITIES. The following is a list of activities addressed ~~in the~~*within* Program Support ~~Capability~~. Specific responsibilities and processes for activities are outlined in corresponding ~~capability~~ manuals.

  a. Identifying types of support required for the contract (e.g., Major versus Non-Major program).

  b. Determining the lead and support CMO~~(s)~~ *or CMOs*.

  c. Determining and assigning CMO resources.

  d. Developing and documenting a program support plan.

  e. Determining Memorandum of Agreement (MOA) requirements.

  f. Determining and assessing major and significant suppliers.

  g. Executing surveillance.

  h. Engaging and communicating with customers.

  i. Collecting and distributing customer intelligence.

j. Collecting, reviewing, analyzing, and responding to customer surveys.

k. Analyzing and reporting surveillance data and trends.

l. Delivering acquisition insight to internal and external stakeholders.

m. Establishing program support training requirements.

n. Developing, managing, and maintaining program support tools.

o. Transitioning programs between CMOs when required.

p. Suspending or completing program support requirements.

q. Providing material and training solutions to facilitate performance program support functions.

r. Coordinating and engaging with DVs.

s. Ensuring all DV visits are in compliance with DoD Directives and DoD Instructions.

t. Coordinating the development and release of information to Members of Congress with Strategic Communication.

u. Documenting and reporting any substantive issues or suspicious activity during the DV visit.

v. Initiating After Action Review (AAR) and responding to identified issues.

3.3. PRODUCTS. Agency information related to program support must be available for collecting and reporting to stakeholders within the acquisition enterprise as needed. *Examples of outputs of information that may be available to stakeholders include:*

a. Program Assessment Report*s* (PAR).

b. DAES *OSD* and/or Service Assessment*s*.

c. Program Notification*s* (PN).

d. Program Support Plan*s* (PSP).

e. OSD/Services DAES meeting input*s*.

f. High visibility commodity reports.

g. National Aeronautics and Space Administration (NASA) reports.

h. MOA*s*.

i. Functional input*s*.

j. ~~Multifunctional delegation~~ *Program Support Agreements*.

k. Program Information record*s*.

l. Product quality analysis and reports.

m. Long Range Customer Workload Projection*s* ~~(LRCWP)~~.

n. Customer Priority Workload Summar*yies* ~~(CPWS)~~.

o. Customer Satisfaction Surveys.

p. *Encrypted Customer Engagement Pre-visit Notifications.*

q. *Standard DV Read-Ahead Packages.*

r. *Customer Engagement AARs.*

GLOSSARY

G.1. DEFINITIONS. Unless otherwise noted, these terms and their definitions are for the purpose of this issuance.

Action Officer. A DCMA professional who serves as the subject matter expert and primary focal point for an issuance and associated resource page.

After Action Report (AAR). A summary of significant issues about contractor performance or DCMA support that the CMO has addressed during the visit and requires DCMA leadership awareness. CMO commanders/directors, component heads determine when to issue an AAR.

Capability. The ability to achieve a desired effect under specified standards and conditions through a combination of means and ways across doctrine, organization, training, materiel, leadership and education, personnel, and facilities to perform a set of tasks to execute a specified course of action.

Capability Manager. The individual or individuals identified by the Agency Director as the advocate for all Agency efforts under a given Capability. The Capability Manager is responsible for the doctrine, instructions, manuals, tools, and training associated with the activities that fall under the purview of the Capability.

Component Heads. The leader of a DCMA component who reports directly to the Office of Director, DCMA.

Contract Management Office (CMO). An organizational unit within DCMA that is assigned post award functions related to the administration of contracts. The office is responsible for managing and administering assigned contracts from contract receipt to contract closeout.

Customer Engagement Pre-Visit Notification. An encrypted e-mail notification to send to the "CustomerEngagementInbox" as to apprise DCMA leadership of scheduled arrivals, departures and recommended personal involvement with the engagements.

Customer Support Administrator. Designated by the Component Head and CMO Commander/Director or deputy (or their designated streamlined commander) as the point of contact to manage and coordinate Customer Support related activities in support of the the DV, CS, MOA, and CE processes.

DCMA Standard DV Read-Ahead Package. A "standardized Agency set of requirements" used in collecting and sharing information with DVs. Step-by-step instructions on where to get the data and how to build these slides are made available under the Tools/Template section of the Resource Page.

~~Defense Acquisition Executive Summary (DAES). Principal mechanism for tracking programs between milestone reviews. It is both a reporting and review process serving two primary purposes: (1) Provide awareness of the execution status of all reporting programs; and (2)~~

~~Provide assessments that identify emerging execution issues that warrant senior leadership attention.~~

High visibility commodities. A family or class of similar material or product, of significant interest to a customer, organized together for the purpose of managing and providing systemic insights (i.e., conventional ammunition, body armor).

Major Programs. A term used by DCMA to identify those programs with specific reporting requirements. Major Programs include:

- *ACAT I/MDAPs*
- *Missile Defense Agency Ballistic Missile Defense System programs*
- *Strategic Systems Programs*
- *Additional programs or sub-programs designated by the PM&BI Executive Director*

Non-Major Program. A term used by DCMA to identify programs under the following conditions:

- *Programs on a Service list or OSD within Engineering & Manufacturing Development (EMD) or Production phases that are not designated as a major program*
- *Not DLA or supply contract*
- *Exceptions to the above must be justified as to why we need to capture as a program*

Program. A directed, funded effort that provides a new, improved, or continuing materiel, weapon or information system, or service capability in response to an approved need.

G.2. ACRONYMS.

AAR	*After Action Report*
CMO	Contract Management Office
~~COO~~	~~Chief Operations Officer~~
CE	*Customer Engagement*
CS	*Customer Support*
~~DAES~~	~~Defense Acquisition Executive Summary~~
DCMA-INST	DCMA Instruction
DCMA-MAN	DCMA Manual
DFARS	Defense Federal Acquisition Regulation Supplement
DV	*Distinguished Visitor*
FAR	Federal Acquisition Regulation
MOA	Memorandum of Agreement
NASA	National Aeronautics and Space Administration
PM&BI	*Portfolio Management and Business Integration*

REFERENCES

Agreement Between the National Aeronautics and Space Administration (NASA) and the Department of Defense for Performance of Contract Administration and Contract Audit Services in Support of NASA Contracts, June 15, 1969

Defense Federal Acquisition Regulation Supplement (DFARS) Procedures, Guidance, and Information (PGI) 242.302(a)(S-75), May 28, 2014

DoD Directive 5105.64, "Defense Contract Management Agency (DCMA)," January 10, 2013

Federal Acquisition Regulation (FAR) 42.302(a)(31) and (67), "Contract Administration Functions," July 1, 2014

National Aeronautics and Space Administration (NASA) FAR Supplement Subpart 1815.404-2, "Data to support proposal analysis;" Subpart 1834.2, "Earned Value Management System;" Subpart 1842.2, "Contract Administration Services;" and Subpart 1844.3, "Contractors' Purchasing Systems Reviews," September 28, 2015 as amended

~~OUSD(AT&L), "DAES Assessment Deskbook," December 14, 2012~~

~~OUSD(AT&L), "DAES Assessment Guidelines," December 13, 2012~~